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## Affordability commission presents report during Governor's Conference

While there is much discussion about the high price of college, most people have the misperception that college is not affordable, according to a report released Dec. 9 during the 1999 Governor's Conference on Higher Education in St. Louis. In fact, Missouri students have a wide range of higher education price options, and they are taking advantage of them.

In its report, the Missouri Commission on the Affordability of Higher Education noted that more than

50 percent of Missouri students are enrolled in public and independent institutions that are priced less than \$4,000 per year, and another 21 percent pays between \$4,000 and \$5,000 annually in tuition and fees.

The commission's report, *Toward an Affordable Future*, includes recommendations in five areas: cost containment strategies, state budget policies, pricing, financial access and consumer information.

"The Coordinating Board will aggressively pursue those recommendations having the greatest opportunity for ensuring every Missourian an affordable education beyond high school," said Dr. Ray

Henry, Missouri Coordinating Board for Higher Education chairman.

At a news conference during the Governor's Conference, Gov. Mel Carnahan, Henry, affordability commission Chair Dr. James Olson and Commissioner of Higher Education Dr. Kala Stroup answered questions

from the media about the report.

"The genuine fear of many families that they will not be able to afford a college education, either for themselves or for their children, has not been lost on state public

policymakers and higher education leaders," Carnahan said. "Missouri knows how important it is that citizens have access to the 13th and 14th years of education."

Breakout sessions during the Governor's Conference provided participants the opportunity to discuss how to implement the commission's recommendations.

The recommendations encourage governing board members and institutions to enhance current and develop new cost containment strategies to ensure the cost effectiveness of institutional operations.

**Missouri students have a wide range of higher education price options, and they are taking advantage of them.**

# State higher education leaders discuss action plans for collaboration

Sixty state higher education leaders discussed implementation plans for four “targets of opportunity” on Dec. 8 during the Knight Higher Education Collaborative/College and University Presidents Roundtable, held in conjunction with the Governor’s Conference on Higher Education in St. Louis.

The roundtable involved presidents and chancellors from Missouri’s public and independent two- and four-year colleges and universities and proprietary schools. They discussed four “targets of opportunity”:

- creating a culture of collaboration,
- collaborating to improve teacher preparation,
- collaborating to serve new markets and
- collaborating to improve technology infrastructure and use.

The “targets of opportunity” were designed to help Missouri higher education leaders formulate a vision of how the state’s colleges and universities, working collectively, collaboratively and individually with

well-delineated missions, can meet present and future educational needs of Missouri citizens.

The four targets, identified during a September roundtable session, were the focus of ongoing group discussions in preparation for the follow-up roundtable in December.

After the Sept. 15 roundtable, small groups of higher education leaders created a summary for each target that included clarifying statements defining one or more issues, a rationale for why each issue should be explored and a suggested process for action. The summaries served as the basis for discussion at the December roundtable, during which participants discussed action plans for each of the four targets in small breakout sessions. Two additional action plans emerged from the roundtable discussions as additional opportunities for Missouri’s system of higher education.

Proposals were created for each target, and participants agreed the proposals were designed not necessarily to enhance collaboration but to improve access and service for Missourians through stronger institutions and an environment that welcomes the demands of competition.

Following the December roundtable, participants will continue to work collaboratively to conceptualize a vision for Missouri higher education and to work toward

a truly seamless statewide system of higher education.

The September and December roundtables were facilitated by Dr. Robert Zemsky, founding director of the University of Pennsylvania’s Institute for Research on Higher Education; Dr. Mary-Linda Armacost, senior adviser for the Knight Collaborative and senior liaison for the American Council on Education/Kellogg Foundation Project on Leadership and Institutional Transformation; Ann Duffield, senior consultant for Marts & Lundy, Inc.; and Dr. Gregory Wegner, managing editor and co-author of *Policy Perspectives* and director of the operations of the Knight Collaborative’s Campus Roundtable Program.

Two main goals of the September and December roundtables were to formulate a shared understanding of the barriers to and advantages of greater collaboration and to foster a willingness to work collaboratively in the four areas addressed by the “targets of opportunity.” 🍷



Above, Dr. Marianne Inman, Central Methodist College president, left, and Dr. Henry Givens, Jr., Harris-Stowe State College president, participate in the Knight Higher Education Collaborative/College and University Presidents roundtable.

Dr. Robert Zemsky, founding director of the University of Pennsylvania’s Institute for Research on Higher Education, right, leads a roundtable session. Dr. Walter Nolte, North Central Missouri College president, was among the roundtable participants.



## Action Plans

- Create and foster a culture of collaboration
- Reinvent the system for the recruitment, certification and professional development of teachers
- Identify and serve new higher education markets
- Further develop Missouri’s technology infrastructure to improve access and enhance student learning
- Promote discipline-based conversations among faculty and institutions\*
- Foster smooth transitions between K-12 and postsecondary education\*

\*These two action plans emerged from final roundtable discussions as additional

# Missouri K-16 Coalition report focuses on improving student performance in math

**A**fter two years of research and discussion, the Missouri K-16 Coalition has concluded that a major, systemic change should be initiated across Missouri aimed at all levels of education.

In December, the coalition formally presented its findings and recommendations in its report, *Mathematics in Missouri*, to its three sponsoring boards: the Coordinating Board for Higher Education, the State Board of Education and the University of Missouri Board of Curators. Coalition Chair Dr. Melvin George presented the report during a breakout session at the 1999 Governor's Conference on Higher Education in St. Louis.

The report is organized around three areas: the improvement of Missouri students' mathematics performance, the role of K-16 faculty in improving students' mathematics performance and the involvement of K-16 faculty in professional development.

While Missouri has begun to raise standards and some students are showing improved performance, the coalition suggests there is a need to accelerate the rate of improvement. The coalition found that the performance of Missouri students across all levels was average at best and even problematic in many areas and that not enough college students pursue mathematics or math-related fields.

Thus, the coalition recommends developing a rigorous mathematics curriculum across all educational levels and stresses the need to introduce algebraic thinking into elementary, middle and junior high



Missouri K-16 Coalition Chair Dr. Melvin George discusses the coalition's report during a breakout session Dec. 9 at the 1999 Governor's Conference on Higher Education in St. Louis.

school classes.

In addition, the coalition recommends that teacher training include a solid foundation in mathematics content and instructional approaches appropriate for teachers at all educational levels.

Also included in the report are recommendations to enhance the role of the state's nine Regional Professional Development Centers in providing teacher training and professional development. Partnerships involving local school districts, institutions of higher education and the RPDCs should be created so mathematics and education faculty from higher education can work with K-12 teachers to continuously improve the mathematics instruction delivered across the K-16 spectrum.

Other key recommendations in the report include appointing a standing committee of K-12 and higher education mathematics educators to advise state policy, using assessments to set high standards for all students and establishing a common database

across educational sectors. The report also recommends using existing incentive systems to enhance the quality of teacher training and professional development programs, promoting the use of disciplinary content in teacher training and increasing institutional responsibility for teacher training.

In the conclusion of its report, the coalition makes a call to action. The coalition stresses that the success and prosperity of individuals as well as the economic viability of the state are at stake; thus, the coalition suggests action steps for all stakeholders: parents, students, business leaders, educators, government leaders and the three sponsoring boards. According to the coalition, making a difference through the implementation of this initiative will require the collective efforts of all stakeholders.

Currently, staff from the three sponsoring boards are working on implementation plans to carry out the coalition's recommendations. Under consideration are approaches that would bring together educators, school board members, business leaders, higher education administrators and community leaders at each of the nine RPDCs to develop local plans responsive to the challenges outlined in the coalition's report.

The three sponsoring boards have expressed an interest in continuing K-16 collaborative work and currently are working on other projects that incorporate the work of the Missouri K-16 Coalition. 🍷

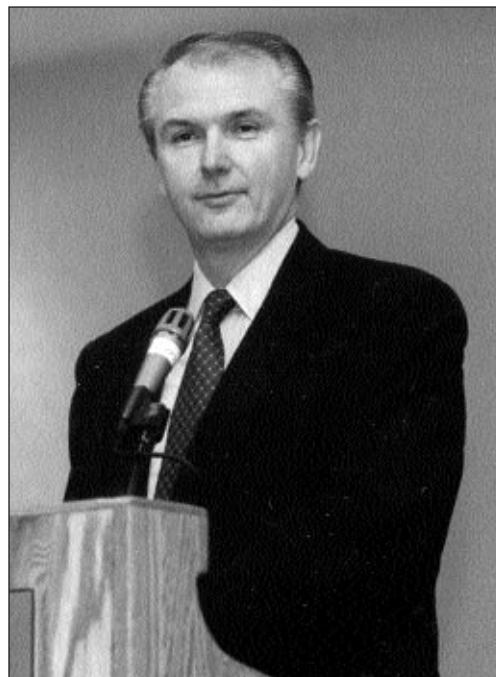


# Governor's Conference

## on Higher Education

*December 9, 1999*

*Renaissance Hotel, St. Louis*



Clockwise, from top: Gov. Mel Carnahan commends Missouri Commission on the Affordability of Higher Education members, from left, Drury College President Dr. John Moore, Jr., Penn Valley Community College interim President Dr. Jackie Snyder and Truman State University Board of Governors student representative Jessica Neighbors; Carnahan thanks commission Chair Dr. James Olson; State Treasurer Bob Holden explains the MOST Program during the opening session; commission member Rep. Scott Lakin, left, Department of Higher Education Associate Commissioner for Fiscal and Legislative Affairs Dr. Brian Long and commission member Sen. Roseann Bentley lead a breakout session on state budget policies; commission member Dr. Barbara Burns, member of the Southwest Missouri State University Board of Governors, center, leads a breakout session on cost containment strategies attended by Snyder, left, and Dr. William Ramsey, vice president of academic affairs at Logan College of Chiropractic.

# Governor honors excellence in teaching

**G**ov. Mel Carnahan honored 64 outstanding faculty from postsecondary schools, colleges and universities in Missouri during the 1999 Governor's Conference on Higher Education held Dec. 9 in St. Louis.

"Without quality education and quality teachers, we can never reach our full potential, either as individuals or as a nation," Carnahan said. "This year's award recipients demonstrate the spirit and expertise necessary to establish excellence throughout every

level of our higher education system."

The Governor's Award for Excellence in Teaching recipients were selected by their respective institutions for their effective teaching and advising, service to the school community, commitment to high standards of excellence and success in nurturing student achievement. Carnahan presented the awards following his keynote address during the Dec. 9 luncheon session. 🍷

## *1999 Governor's Award for Excellence in Teaching Recipients*

John Anglin, East Central College

Daniel Beach, Drury College

Peter Broglio, Crowder College

Twila Brown Edwards, Evangel University

Judy Bryant, Southwest Baptist University

Rex Campbell, University of Missouri-Columbia

Thomas Carter, Three Rivers Community College

Soumitra Chattopadhyay, Columbia College

Rasma Chereson, St. Louis College of Pharmacy

Joseph Cirincione, Rockhurst University

Linda Conner, Moberly Area Community College

Missie Cotton, North Central Missouri College

Anne Dema, William Jewell College

Charles Dunlap, University of Missouri-Kansas City

Larry Easley, Southeast Missouri State University

Todd Eckdahl, Missouri Western State College

Nehad El-Sawi, The University of Health Sciences

Douglas Fickess, Westminster College

Germaine Fry Murray, Maryville University of Saint Louis

Michael Fuller, St. Louis Community College at Florissant Valley

Nord Gale, University of Missouri-Rolla

W. Andrew Geoghegan, Jr., Longview Community College

Beata Grant, Washington University

Byron Grant, Webster University

John Gutweiler, Logan College of Chiropractic

Randy Hagerty, Truman State University

Richard Henderson, DeVry Institute of Technology

John Hess, Ozarks Technical Community College

Anneliese Homan, State Fair Community College

C. Patrick Hotle, Culver-Stockton College

Vincent Immel, Saint Louis University

Karen Kannenberg, Missouri Baptist College

Steven Koosmann, St. Louis Community College at Forest Park

Cedomir Kostovic, Southwest Missouri State University

Mary Kay Kreider, St. Louis Community College at Meramec

Virginia Kugel-Zank, Missouri Valley College

Linda Lembke, Central Methodist College

Jeffrey Lindstrom, Fontbonne College

Gretchen Lockett, Harris-Stowe State College

Trish Loomis, Jefferson College

Gary McGee, Assemblies of God Theological Seminary

Rhonda McKee, Central Missouri State University

Pat McLaughlin, Northwest Missouri State University

Ben Meade, Avila College

John Messick, Missouri Southern State College

Eric Miller, Linn State Technical College

Ronald Miriani, Park College

Robert Mitchell, Sr., Lincoln University

Charles Mordan, Wentworth Military Academy and Junior College

Barry Morgan, Hannibal-LaGrange College

Kathleen Morrison, Southwest Missouri State University-West Plains

Sinan Ozkal, Cottey College

Krishnakant Pandya, Kirksville College of Osteopathic Medicine

Bill Reynolds, St. Charles County Community College

Raymond Scupin, Lindenwood University

John Stockmyer, Maple Woods Community College

Diana Stuart, Mineral Area College

J. Michael Sturgeon, Penn Valley Community College

P. Terrett Teague, Jr., Stephens College

Michael Walling, Kansas City Art Institute

Jerrold Watson, College of the Ozarks

Cheryl Winter, Blue River Community College

Rudolph Winter, University of Missouri-St. Louis

Harriet Yelon, William Woods University

## Conference, from page 1

“One of the most intriguing possibilities raised in the report is to avoid cost increases and improve quality through collaboration,” Carnahan said during his luncheon address.

Strategies should be implemented to contain costs for students, including strategies that impact textbook fees, the time it takes to complete a degree and preparation for academic success in college, according to the commission’s recommendations.

In addition, the coalition urged state policymakers to continue their efforts to ensure institutional collaboration in maintaining college affordability.

Higher education’s proportion of state appropriations should be targeted at a certain amount, one conference participant said during a breakout session.

“And we need to educate the public on the need for appropriations at a targeted level,” said John Dillingham, president and director of Dillingham Enterprises in Kansas City and affordability commission member.

**“One of the most intriguing possibilities raised in the report is to avoid cost increases and improve quality through collaboration.”**

— Gov. Mel Carnahan

The commission also urged the Coordinating Board, in its statewide strategic planning, to maintain affordable options for the 13th and 14th years of education.

“Financial aid programs create

unique reporting and record-keeping requirements that are an administrative burden,” another conference participant said during a breakout session. “The CBHE should consider how to reduce the fragmented nature of student assistance.”

Furthermore, the commission recommended that, when setting pricing policies, colleges and universities keep tuition and fees as low as possible, taking into account the ability of Missouri families to pay for college, among other factors.

Commission members also noted that many students, especially low-income and first-generation students, are intimidated by the perceived sticker price of higher education and are unaware of the fact that the sticker price is not what many students pay, because of financial aid packages and other sources that reduce actual college costs. In addition, many are unfamiliar with and overwhelmed by the process of applying for admission and student financial aid.

As a result, the commission recommended that special attention be given to financial access for low-income students and that early awareness and outreach programs be enhanced to promote higher education and career planning for middle and high school students and their parents.

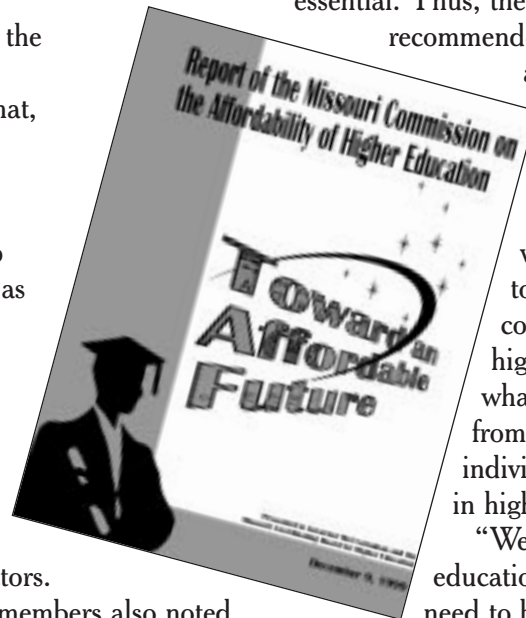
While student and family savings and financial aid are essential to financing higher education, commission members noted that timely, clear and accurate information regarding what students and families will be expected to pay also is essential. Thus, the commission

recommended that colleges and universities do a better job of disseminating information to the public about what it costs to go to college, what it costs to deliver higher education and what benefits result from state and individual investments in higher education. “We in the higher education community need to better

communicate who we are and what we do,” Dillingham said. “We need a web site that explains the costs of higher education.”

The Coordinating Board, with the endorsement of Carnahan, appointed the affordability commission in December 1998. The commission’s charge was to initiate a statewide dialogue on the cost, price and affordability of Missouri higher education and to make recommendations to maintain college affordability for Missouri students and families.

Commission members included education, government and business leaders; faculty; parents; students and other concerned citizens who met six times and volunteered more than 700 hours during the past year. 🍎







Above, Knight Collaborative for Higher Education senior adviser Dr. Mary-Linda Armacost gives a report on the Knight Collaborative/College and University Presidents Roundtable held Dec. 8 at the Renaissance Hotel in St. Louis.



Right, Washington University Chancellor Dr. Mark Wrighton speaks during the Missourians for Higher Education annual meeting held Dec. 8 at the Renaissance Hotel in St. Louis.



Dr. John Keiser, president of Southwest Missouri State University, left, presents Gov. Mel Carnahan an award of appreciation on behalf of the Council on Public Higher Education, of which Keiser serves as chair. Carnahan also was presented with the Distinguished Leader Award by the Missouri Community College Association during its annual meeting in November in Springfield.

## 1999 Governor's Conference on Higher Education



Missouri Commission on the Affordability of Higher Education member John Dillingham discusses the commission's report during the opening session.

## In Memoriam

To President Jerry Davis and the College of the Ozarks Community:

The thoughts and prayers of the entire Missouri higher education community are with the students, faculty, and staff of the College of the Ozarks and the families of Jerry Watson, Pat Watson, Marvin Oetting, Judy Oetting, Joe Brinell and Bart Moore. It is overwhelming for a close-knit campus community to lose such valued members.

For the tragedy to occur immediately after celebrating outstanding teaching and the selection of Professor Watson as one of the recipients of the Governor's Award for Excellence in Teaching intensifies our sense of community with the College of the Ozarks and our sense of loss. Each year, Gov. Mel Carnahan and the higher education community honor the dedication of our teaching faculty and staff. These faculty, staff and student from the College of the Ozarks all represent the highest values we were honoring at the conference.

Please convey to your campus community and to the families of Jerry Watson, Pat Watson, Marvin Oetting, Judy Oetting, Joe Brinell and Bart Moore our deepest sympathy. The College of the Ozarks fulfills an important mission within the state's system of higher education in providing quality education to young people. While suffering this loss, please call on the Missouri higher education community for assistance in sustaining your teaching mission.

With Deepest Sympathy,  
Kala M. Stroup, Commissioner  
of Higher Education  
and the  
Missouri Coordinating Board  
for Higher Education



Gov. Mel Carnahan, right, presents College of the Ozarks professor Jerry Watson, center, the Governor's Award for Excellence in Teaching Dec. 9 during the 1999 Governor's Conference on Higher Education. Watson's escort for the ceremony was Marvin Oetting, left, chair of the division of technical and applied science at the college. Oetting and Watson, who was an assistant professor of graphic arts and manager of the College Press, along with their wives Pat Watson, secretary for the college's dean of students, and Judy Oetting; assistant professor of aviation science and director of airport operations Joe Brinell; and student Bart Moore, died in a plane crash Dec. 9.

# Proprietary School Certification Program continues to show growth

The Coordinating Board's Proprietary School Certification Program is showing continued growth, said Leroy Wade, director for proprietary school certification, during an annual report to the Coordinating Board at its Dec. 9 meeting in St. Louis.

In 1993, the total number of instructional locations certified was 138; in 1998, that number was 151. The total number of instructional programs more than doubled, from 578 programs in 1993 to 1,221 programs in 1998.

Approximately 120 schools, ranging from short-term skill training to doctorate-level academic institutions, currently are certified by the proprietary school certification program.

The program's staff make on-site visits to ensure compliance with program standards, to evaluate the extent to which the schools operate as represented and to verify the accuracy of the data and information the schools provide.

The staff also are involved in planning and

## *Proprietary School Advisory Committee*

Ruby Crenshaw Harriman, Daruby School

Karen Gotsch, Allied Medical College

Thomas Hollands, Missouri Welding Institute

George Holske, Metro Business College

Barry Mannion, Vatterott College

Barbara Simon, Missouri College

Dennis Townsend, Electronics Institute

coordination related to the counseling for high skills partnership, transfer and articulation and Regional Technical Education Councils.

Wade also discussed some challenges of the program, including workforce development initiatives; updating program regulations and the data collection system; and the changing nature of postsecondary education, including new opportunities for access to education, like virtual classrooms that offer students geographic and programmatic access and flexible scheduling. Quality improvement efforts and customer focus must continue, Wade said.

In addition, Wade updated the Coordinating Board on recent appointments to the Proprietary School Advisory Committee. The seven-member committee advises the Coordinating Board on the regulation of proprietary schools, makes recommendations regarding the rules and regulations establishing minimum standards and advises the board on grievances and complaints.

Two new members have been appointed to the Proprietary School Advisory Committee, and another has been re-appointed for a full three-year term. Karen Gotsch, director of Allied Medical College in St. Louis, and Thomas Hollands, founder, owner and chief executive officer of Missouri Welding Institute in Nevada, were appointed to fill two committee vacancies.

George Holske, owner and chief executive officer of Metro Business College in Cape Girardeau, recently completed the remainder of an unexpired term and was re-appointed to serve a full three-year term. All appointments are effective from Jan. 1, 2000, to Dec. 31, 2002. 🍷

## *Proprietary School Sector Statistics* 1998

**Enrollment** 52,434

**Programs offered** 1,221

**Graduates** 20,849 (85% certificates;  
15% degrees)

**Financial aid delivered** \$83 million (16,292 recipients)

**Student demographics** 41% are at least 30 years old  
95% are high school graduates or have their GED equivalent  
43% are in degree programs  
51% are females  
22% are minorities

**Employment** 69% of graduates are employed in their fields

**Education** 10% of graduates are pursuing additional training



# Student financial assistance awards increase

**M**ore than \$39.3 million in state student financial assistance will be awarded to eligible students in Missouri during the 1999-2000 academic year through the state's six highest-volume student financial assistance programs administered by the Coordinating Board for Higher Education. This FY 2000 total is a \$4.5 million, or 13 percent, increase over the amount awarded in FY 1999.

The six programs provide financial resources for eligible Missouri residents to attend an approved

Missouri public or independent college, university or private career school of their choice.

Two new programs, the Advantage Missouri Program and the Missouri College Guarantee Program, will provide 2,920 additional students a total of \$6.5 million during the current year. Both programs were signed into law by Gov. Mel Carnahan in 1998, and eligible students were first able to benefit from them during the 1999-2000 academic year. 🍏

PROGRAM	DESCRIPTION	MONEY AWARDED	# OF STUDENT RECIPIENTS	# OF SCHOOLS RECIPIENTS ATTEND
<b>ADVANTAGE MISSOURI PROGRAM</b>	Need-based forgivable loan program for students pursuing academic programs leading to employment in occupations related to computer technology, advanced manufacturing and biomedicine/biotechnology	\$2.9 M	1,197	35
<b>BRIDGE SCHOLARSHIP PROGRAM</b>	Need-based scholarship for state residents in their first two years of postsecondary education and underserved by other non-repayable student assistance programs	\$1 M	1,526	55
<b>"BRIGHT FLIGHT" SCHOLARSHIP PROGRAM</b>	Merit-based scholarship awarded to Missouri's most talented students as an incentive to attend approved state postsecondary institutions	\$15.9 M	7,950	58
<b>CHARLES GALLAGHER STUDENT FINANCIAL ASSISTANCE PROGRAM</b>	Missouri's largest need-based grant program	\$15.4 M	10,763	80
<b>MARGUERITE ROSS BARNETT MEMORIAL SCHOLARSHIP PROGRAM</b>	Scholarship for Missouri residents who are employed 20 or more hours per week and enrolled part time in approved state postsecondary institutions	\$475,166	295	40
<b>MISSOURI COLLEGE GUARANTEE PROGRAM</b>	Need-based scholarship for Missouri residents based on high school and college academic achievement	\$3.6 M	1,723	56

## Linn State solicits comments

**L**inn State Technical College received its candidacy for accreditation in February 1998 from the Commission on Institutions of Higher Education of the North Central Association of Colleges and Schools. On April 17-19, Linn State will undergo a comprehensive evaluation by a team representing NCA that will review Linn State's ongoing ability to meet the commission's criteria for accreditation and general institutional requirements.

In preparation for its accreditation evaluation, Linn State is required by NCA to solicit comments from the general public about substantive matters related to the

quality of the college and its academic programs.

The public is invited to submit comments regarding Linn State Technical College to:

Public Comment on Linn State Technical College  
Commission on Institutions of Higher Education  
North Central Association of Colleges and Schools  
30 North LaSalle Street, Suite 2400  
Chicago, IL 60602-2504

Comments must be submitted in writing and must include the name, address, telephone number and signature of the person providing the information. All comments must be received by March 13; they will not be held confidential. 🍏

# CBHE *Calendar*

## **CBHE and Presidential Advisory Committee Meetings and Transfer and Articulation Conference**

February 9-10, 2000 \*  
Tan-Tar-A, Osage Beach

## **CBHE and Presidential Advisory Committee Meetings**

April 13, 2000  
Missouri Western State College, St. Joseph

## **CBHE and Presidential Advisory Committee Meetings**

June 8, 2000  
College of the Ozarks, Point Lookout/Branson

## **CBHE and Presidential Advisory Committee Meetings**

October 12, 2000  
State Fair Community College, Sedalia

## **Workshop for Trustees, Governor's Conference and CBHE Meeting**

December 6-7, 2000  
Jefferson City

## **CBHE and Presidential Advisory Committee Meetings and Transfer and Articulation Conference**

February 8, 2001  
Location to be determined

## **CBHE and Presidential Advisory Committee Meetings**

April 12, 2001  
Logan College of Chiropractic Medicine/  
Missouri Higher Education Loan Authority,  
Chesterfield

## **CBHE and Presidential Advisory Committee Meetings**

June 7, 2001  
Crowder College, Neosho

## **CBHE and Presidential Advisory Committee Meetings**

October 11, 2001  
Linn State Technical College, Linn

## **Governor's Conference and CBHE Meeting**

December 6, 2001  
Kansas City

\* Note change in date and/or location

Effective Jan. 1, Drury College became **Drury University**, and Park College changed its name to **Park University**.

## **Academic Program Actions**

New academic programs and changes in existing academic programs submitted by both public and independent institutions are reported at each Coordinating Board meeting. Check our web site at **[www.mocbhe.gov](http://www.mocbhe.gov)** for the most recent academic program actions.

# CBHE *News*

Missouri Department of Higher Education  
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**FIRST CLASS**

**CBHE News** is published by the Missouri Department of Higher Education to inform Missouri's higher education community of Coordinating Board for Higher Education actions and higher education events. Copies are distributed to CBHE members, institutional governing boards and presidents, higher education associations, the Missouri General Assembly, Gov. Mel Carnahan and other interested Missouri citizens.

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Cheryl Kesel and Kimberly Speight

Photographs by L.G. Patterson